

SHAREDNEWS

ISSUE 7 DECEMBER 2003



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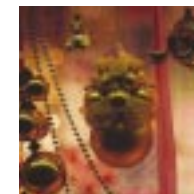
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SHAREDNEWS . . . *Your News*



Seirbhísi Comhroinnte Sláinte an Oirthir
Eastern Health Shared Services works with health agencies in the Eastern Region including:

- Eastern Regional Health Authority
- East Coast Area Health Board
- Northern Area Health Board
- South Western Area Health Board

The range of services provided include:

- Architectural Services
- Property Services
- Employee Services
- Financial Services
- Information Communication and Technology
- Procurement and Materials Management

eastern health
shared services

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Email: info@hsf.eu.com www.hsf.eu.com

The Hospital
Saturday Fund



Message from the Editor



Mary Brodie

Welcome to the Winter edition of Shared News. It is hard to believe that Christmas is upon us and we are heading into a new year. Articles in this edition include, A Year in Review, Events throughout 2003, Updates on both the Health Reform Programme and PACE and the launch of the new Interviewing Suite in Dr. Steevens Hospital.

As with all editions there is a mix of corporate and social news - providing the reader with details of successful projects completed by EHSS staff. Again we have our Video/DVD reviews with some useful Christmas Receipts and the all essential workout needed to keep us slim and trim for the festive session!!

The younger readers will be delighted to read about our Competitions which gives them a chance to win gift vouchers for Smyth's Toy Store and there is a Crossword to keep you busy over the holiday period.

As always your input and feedback is essential to making this newsletter an interesting read. Your news, views, ideas and comments are always welcome. If anybody has any articles that you feel might be of interest to your colleagues either in a work or social capacity please feel free to submit them to the Communications Department.

I would like to take this opportunity to wish all our readers and their families a very happy and peaceful Christmas and prosperous New Year.

Beannachtai na Nollagh agus na hAthbhliana

Mary Brodie,
Planning & Operations

Message from Valerie Judge



Valerie Judge

On behalf of the Management team and myself, I would like to wish each one of you and your families a very happy and peaceful Christmas and every good wishes for 2004.

Each one of you worked hard through the year making sure that we delivered a professional service to the customers we serve. Without your commitment and dedication this would not have happened, and management and I would like to thank you all.

I hope you enjoy this Christmas edition of Shared News and I look forward to working with you all in 2004.

Valerie Judge,
Chief Officer



A Year in Review

Well another year is coming to an end for EHSS. It is time to stand back and take a look at our achievements - let's take a whistle stop look at some of the highlights for EHSS throughout this year.

EMPLOYEE SERVICES

The year began with the big success of scooping the Cedar Award. EHSS and TMP Worldwide won this award for creativity in their recruitment campaign for the Ballydowd Special Care Unit, which is a purpose build secure Residential Childcare facility. This was the first time that a healthcare agency was nominated for or won such an award.



Pictured with the Irish Times Cedar Award on behalf of all in Recruitment were (l-r) AnnMarie Kearney and Melanie McManus

RECRUITMENT

The Recruitment team have been extremely active during the year working on different aspects of service development and delivery. Particular emphasis has been placed on reviewing all our protocols, policies and procedures, implementing actions directed at staff induction, learning and development and instigating new ways of working that lead to improvements in the way we communicate.

Preparations are at an advanced stage for Recruitment to move its interview activities into the Dr. Steevens' Campus. This move will facilitate closer monitoring and management of the interview process and it is envisaged the new facility will be open for business early in the New Year. More on that later. Other examples of activity throughout the year include the development of a centralised database for job descriptions and person specifications for all grades of staff. Two team members Bernie Graham and Aisling Brady were responsible for setting up the database. It can be accessed by all our client groups. It is planned to meet with our clients in early 2004 to discuss the future management and updating of this database. In addition we are delighted to announce the introduction of our Selection Methods and Recruitment Techniques Team. The team consists of a group of experienced staff who have been highly trained in facilitation and training skills. They will be



Gerry Mescall, Mary Kelly, members of the Payroll Department

delivering a training programme for potential interviewers on Job Analysis, Various Selection Methods and Interview Skills. The team was established on the 9th of October 2003 and the launch of this service will be early in 2004. It is our intention that this development will vastly improve the service which we provide to our customers and client base alike.

PAYROLL

2003 has been yet another year of developments and achievements for the Payroll Department, read on to find out what the main ones were. A number of significant Pay Awards were processed during the year including the following:

- First 25% of Benchmarking
- Public Health Doctors Agreement 2003
- Care Assistants (Intellectual Disability) Special Pay Award
- Naas Relocation Payments

The Returning Officers Newsletter is now issued on a quarterly basis and the Payroll Department has had a very positive response to the information contained therein. This newsletter helps to keep Returning Officers up to date with Pay awards and processes within the Payroll Office. All Returning Officers are free to contact the Payroll Department with ideas for inclusion in the Newsletter. In particular new Returning Officers find these newsletters a useful reference source and we encourage participation from all involved. As part of the ongoing activity to streamline our service, Payroll Operations initiated a project in line with the Programme of Action for Continuing Excellence (PACE), to start moving all temporary officers on to pay path. In effect this will allow Temporary Officers to be paid directly into their bank account. This facility is currently unavailable for weekly paid staff due to bank time constraints. Over the duration of the project, working in close co-operation with our colleagues in the Human Resource Departments at Area Board Level, all Temporary Officers in Cherry Orchard Hospital, St. Mary's Hospital, Drugs/AIDS Service Cherry Orchard, PPARS Project and EHSS Payroll Department were moved from payment by cheque to payment by pay path. There has been a very positive response to this initiative in all pilot sites.



Aoiife Lawton, Valerie Judge and Bennery Rickard who all spoke at the launch of the Regional Library and Information System



LIBRARY

2003 was a busy year for the library in extending their services and facilities to users throughout all the area boards. A joint on-line library system is in the implementation phase and has gone live in the following libraries: Regional Library, Dr. Steevens, JCM Medical Library, ERHA Corporate Library and St. Ita's Library. The combined on-line catalogue allows all staff to search for books, journals, reports, legal acts and more. In addition users can check when their books are due back and can send messages to library staff. Elsewhere as part of the hospital development plan a new multidisciplinary library is due to open in Naas General Hospital early next year with improved facilities for staff.

TRAINING & DEVELOPMENT

Training & Development were busy designing and running a number of new courses specifically designed for staff. These included; *People Management Course*

This course is tailored to deal with the issues of people management within the health services of the Eastern Region and includes a number of topics such as - Management and its roles, Motivation of Staff, Delegation to name put a few.

Front Line Effectiveness

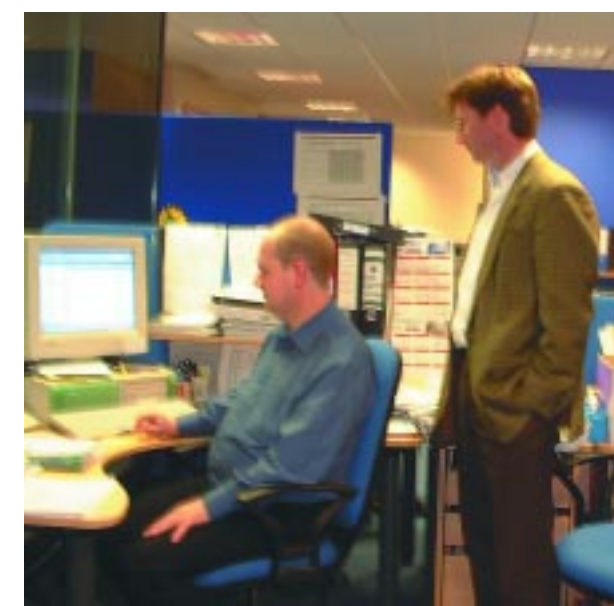
This course equips Front Line employees with the necessary knowledge, skills and attitude to provide an effective, efficient and caring service to our client base.

Practical Employee Relations

Again this course is delivered to a multi-disciplinary group and includes such topics as Induction, Probation, Grievance and disciplinary Procedures.

PPARS

Fionnuala O'Brien is the project manager for the implementation of PPARS in EHSS, ERHA Corporate and the three Area Health Boards. PPARS is a nationwide project that stands for "Personnel, Payroll and Related Systems". The system that is being implemented in the PPARS project is SAP HR, and this system will be supported by new business processes that have been developed and agreed with all the health boards across the country.



Members of the PPARS team



Employees being trained at the Sycamore Suite of the new training centre

We are now entering the second phase of the PPARS project, Phase I having been implemented in October 1999 in the then EHB, which was the first health board to go live. The major changes that we will see in Phase II include the implementation of SAP Time Management, whereby time worked and absences will be recorded in SAP; and SAP Payroll, which will use information from Time Management to pay our employees. It is intended that our current payroll systems will be switched off in January 2005, and this will be preceded by a couple of months 'parallel running' with SAP and our current systems to ensure that SAP has been set up and configured according to our needs. Before this can happen, we will of course ensure that users are properly trained in the new processes and the new system. We are currently recruiting for the team that will be needed to support this project, and we need for the bulk of this team to start in January. We are planning a formal kick off for the project, and this is likely to be in the New Year. In the meantime, if you have any questions or concerns, please e-mail Fionnuala at fionnuala.obrien@ehss.ie.

SUPERANNUATION

Superannuation Department has had a very busy year. The year kicked off with putting the finishing touches to the Business Process Review. In tandem with this review a query management system was developed and implemented to help organise and assign work, monitor workloads, and provide an information tool to superannuation staff. In carrying out a review of our processes additional information was developed to aid Line Managers and this information together with general information on Superannuation was made available on the Intranet. Internal training sessions and training material have also been developed and given to staff. Legislation as ever continues to change in Superannuation. PRSA's were established during the year and we have established access to PRSA's in accordance with our statutory obligation. Temporary whole time and part-time staff have been afforded access to the superannuation scheme and this Department is currently in the process of applying this scheme to eligible employees. Furthermore a Pension's Ombudsman office has been established by statute and again this Department has established an Internal Review Procedure to comply with the legislation.

MOVING ON TO FINANCIAL SERVICES

Financial Services kicked 2003 off on a very productive note with the completion of the Annual Financial Statement in record time. High on their list of achievements this year has been the Automation of Accounts Receivable. Financial Services section are now receipting automatically through SAP. This involves the automatic update of SAP financial and the generation of a three-part receipt. Customer invoices and statements are now produced monthly from SAP and payments are automatically posted by the Receipts Section. The "Information Warehouse" was launched by Financial Services in conjunction with their colleagues in ICT. This new services allows access to this site as read only and provided extremely useful information regarding;

- Accounts Payable Cancelled Cheques
- Daily Bank Balances
- Bank Reconciliation's
- Cheques Issues

To mention just a few.



Orla Dooley, Financial Accountant, Eoin Darcy Grade VIII, ICT and Caroline Whelan, Grade VII, SAP Financials

Financial Services staff have also been working on their PACE projects

- Funds Management
 - Electronic Reporting
 - Operational Excellence
- Exploiting existing SAP functionality.

Tadhg Costello was appointed as SAP Business Manager. There are currently a number of SAP teams operating within EHSS, all of which form the SAP Business Implementation Group. This group reports to EHSS SAP Business Delivery Group, and is coordinated by the SAP Business Manager, these teams include

- SAP Financials
- SAP Materials Management
- SAP PPARS
- SAP Training Team
- SAP Technical Support.

The day-to-day working relationship exists between both these teams and the team managers and while each of the managers reports to their own Directorate, a dual report exists to the SAP Business Delivery Group outlined above.

Planning & Operations

P&O have initiated a number of projects that have been invaluable in the development of the staff in EHSS - listed below are a number of these;

- The Customer Relations Manager carried out three Customer Satisfaction Reports in the following areas;
 - Payroll Help Desk*
 - Recruitment Services*
 - Financial Services*
- The Employee Handbook was reviewed and published in conjunction with the launch of a new Induction Process. Employees in a large organization such as ours will constantly be on the move whether through promotion or transfer. Our new induction process is designed to make the transition to a new role as smooth as possible.
- A pilot project to introduce e-working in the health services was implemented in partnership with eircom and the Department of Finance. This project has been a great success and included a number of training days for both employees and their managers. Evaluations were carried out both midway and at the final stage of this project and this all culminated in a launch of a resource pack on the 12th November in the Conrad Hotel, Dublin. This Resource pack was produced to provide information to other organisations wishing to introduce e-working in their workplace and provide attendees with the opportunity to hear the experiences of e-workers and their managers on how to successfully implement e-working as a different way of working in the current business environment.
- The travel-pass scheme was introduced for the staff in EHSS and it was rolled out to the Area Health Boards and ERHA in December.
- Staff Information Day was held during the summer with a 96% satisfaction rate.
- The first Annual Report for EHSS was published.



And of course running in conjunction with this are our various PACE projects;

- Who does What Matrix, clearly establishing roles and responsibilities.
- Development of Service Management and roll-out of Service Level Agreements.
- Knowledge transfer programme roll-out and evaluation Training programme in customer Care and Efficiency.



Members of the Planning & Operations Team

Now for a Whistle Stop look at ICT

ICT Planners/Advisors were assigned to the Area Health Boards - their initial focus was to plan and priorities the ICT requirements for EHSS client organizations.

ICT services launched the first Area Health Board Intranet. This intranet follows the same rough layout as EHSS intranet but with its own personal characteristics to suit the South Western Area Health Board.



The new EHSS Intranet Site

EHSS agreed to host the Shared Services Forum Website as part of our own EHSS website. This site contains information about the Forum and kept each member Organisation up to date with ongoing Developments.

In conjunction with Rococo, Accenture and Microsoft - ICT piloted and developed mobile technology applications for Public Health Nurses. This system facilitates the tracking of information on newborn infants from hospital discharge right through to the GP/Child immunization link.

The middle of the year saw great excitement with the winning of the ECDL Best Practice Award. This award recognizes ECDL centers which display best practice and innovation in the implementation of ECDL programmes and commitment to the development of IT skills among its target groups.



Dennis Prior, Senior Project Manager, ICT Services, receives International ECDL Best Practice Award from Ann Quigley, ECDL Ireland.

ICT evaluated its organizational structure and decided to divide its services into four new divisions;

- The Customer Relationship Management Division
- The Research and Strategy Division
- The Operations & Support Division
- The Projects Division

ICT Functional Family goes from strength to strength and meets on a regular basis to discuss issues and plans with our clients. ICT have worked closely with the other Directors within EHSS and have provided advice and support in the implementation and piloting of a number of projects i.e.

- SAP ICR/Workflow project
- Pay Path for temporary staff - pilot project
- Digital signatures

Procurement & Materials Management



Jim Kearney, president of the National Council of Irish Institute of Procurement & Materials Management

John Swords Director of Procurement & Material Management is currently on secondment to the National Review of Public Procurement in the Public Sector and eProcurement project, Jim Kearney is acting in his position. Jim is the first public sector member to be elected president of the National Council of Irish Institute of Procurement & Materials Management (IIPMM).

Materials Management have been leaders in the securing of central contracts in such areas as;

- Central Stationary Contracts
- Recruitment Advertisements
- Supply of Computer Consumables

A number of other projects they are currently working on include the following;

- Euro changeover using SAP
- NDP projects
- E Procurement initiatives
- Procurement cards pilot projects
- New Vaccine Service to the Northern Area Health Board

EHSS Vaccine Logistics Department has recently agreed with the

Northern Area Health Board, to operate a vaccine delivery service to the GP's in that area. The agreement with The N.A.H.B. means that we will be delivering vaccines under the National Primary Immunization Project to 278 GP's in the N.A.H.B. area. This operation is managed from our state of the art facility located in the Central Warehouse & Distribution Department by staff that have over 27 years experience operating in this sector. Foreseeing further expansion within the department, a Vaccine Wholesale License was applied for that would entitle this department to distribute all vaccines antitoxins and Bio-Terrorism stocks on a nationwide basis. This license was granted earlier this year.

Procurement & Material Management have also been involved in a number of HeBE projects

- Set up Initial Organisational Arrangements.
- Sector Portfolio and Category Management Strategy.
- Board Level Category Management Strategies.
- Sector Level Logistics and Inventory Management Review.
- Assessment of Procurement Practices.
- Standard Framework for Classification and Coding.
- Develop baselines for unit costs.
- Communications, Training & Change Management.
- eTender Management Solution.

As well as being busy with all the above they have been working on their PACE projects;

- Standardisation of Procedures for customer User Groups
- Exploiting existing SAP functionality
- E-procurement/tendering

And Finally we move to Property & Capital Project

Property & Capital Projects formerly known as Architectural & Property Services have been heavily involved in the construction and development of the new

- James Connolly Memorial Hospital
- Naas General Hospital
- Central Mental Hospital, Drumdrum

The Property Data Base Project is well underway in 2003 - the object of this project is develop a comprehensive database of property related information over a wide range of categories easily accessible to EHSS/Property Services and our customers in the Area Health Boards and the ERHA. The project has a steering group that includes representatives from EHSS (Property Services Dept & ICT) the three Area Health Boards and the ERHA. The database will hold the information electronically that is currently on file in Property Services. The database will be a tool to deliver up-to-the minute property information on a portfolio that comprises of approximately 600 properties and with a reinstatement value of over 1 billion euro. Property Services will act as the administrator of the Property Database when it is fully operational and ultimately it is proposed that access will be available to our customers. Once operational, the management of the property portfolio will be significantly enhanced.

As always Architectural & Property Services are looking after our clients;

- Energy and Water Management
- Hazardous Waste Management
- Fire Safety Management

Running training courses and providing invaluable advice in these areas.

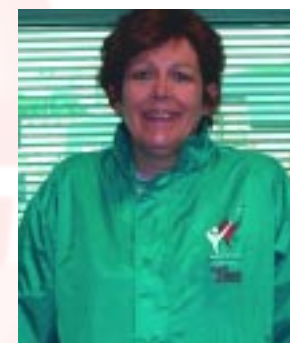


Members of the DUMP Project



Members of the DUMP Project

An advertisement was placed in the national newspapers inviting Design Consultants to submit information on their firms with specific reference to a number of pre-identified criteria. The submissions received were listed and categorized into the relevant professional disciplines. For each discipline the firms were evaluated against the criteria and ranked on their appropriate list. After this the ranked list was divided into three broad groups suitable for the typical range of Capital Projects undertaken in the Health Sector. We now have comprehensive panels of Architects, Structural Engineers, Mechanical & Electrical Engineers and Quantity Surveyors that we can call on for any of our design projects. The benefit of having the lists means a more structured approach at the design stage of projects with greater responsiveness to our Area Board customers.



Mary McCamley who was a helper in the Special Olympics.

So what about 2004 - high on everybody's list is the completion of PACE and the Health Reform which are going to bring new and exciting challenges for all staff in EHSS.

PACE

PACE (Programme of Action for Continuing Excellence) was established to act as a dedicated programme of improvement for EHSS. In total 41 projects were chosen across all directorates which were divided into Business as Usual Projects and Major Projects. A Steering Committee was established and have met on a number of occasions. They are responsible for ensuring the project milestones, tasks and activities are completed to acceptable standards, within timescales identified in the relevant project plans. This committee is chaired by Tony Carroll, Director of ICT.



In November EHSS carried out a review to examine the work being carried out under PACE in order to

- Establish the status of each project
- Evaluate the effectiveness of the overall program
- Make any relevant recommendations.

The following is a summary of the findings; "A number of EHSS staff have built valuable skills in project management that will help them in future projects. These skills can and should be built on going forward. In addition the nature of the program requires a lot of co-operation between departments, which is valuable in itself."

Of the projects identified over half of these will be completed by December 2003. The impact of this on EHSS and the service we provide to our customers has been significant. PACE is a dedicated programme of service quality delivery improvements and developments for EHSS services. Some of these completed projects include;

- Electronic Funds Transfer (EFT)
This project introduced a more efficient processes for making payments to vendors and reduced the cost per transaction over time.

- eExploit - Payroll - Paypath for Temporary Officers Pilot Project
The objective of this project was to move approximately 400 temporary officers to payment by fortnightly paypath. The aim of this project was to improve process efficiency and also pave the path for full transfer of Temporary Officers. Why not log onto our intranet site and read all about one staff members experience.
- Email Rollout
This project has successfully rolled out additional email access across the region and has had a high impact on the service we provide to our customers.
- Property Database
This project has produced a comprehensive database of property related information over a wide range of categories easily accessible to both EHSS and our customers.
- Reorganisation of the Material Catalogue
The objective of this project is to:
 - (a) Identify obsolete and low usage codes
 - (b) Significantly reduce the size of the current material catalogue
 - (c) Produce an efficient and user-friendly catalogue which will be available on the intranet.
- Develop a "Who does What" matrix. This matrix sets out roles and responsibilities across EHSS and ensures that our customers, both internal and external understand cross functional relationships.



EHSS Steering Group and members of the Management Team

These projects will improve the efficiency and effectiveness of EHSS and there has been a significant number of intangible benefits felt throughout the organization.

Congratulations to all those who have been involved.

EHSS MANAGERS ARE INVITED TO SPEAK AT SHARED SERVICES CONFERENCES

EHSS is now regarded as experienced practitioners in the Shared Services arena and EHSS managers are increasingly being invited as guest speakers - the following are just a few of these events;



Kevin McConville

Kevin McConville spoke at a conference in London regarding Automating Accounts. The purpose of the conference was to provide an opportunity for the sharing of information and experience in cost reduction and automation from other Shared Services Organisations.

Valerie Judge spoke at Accenture's Fourth annual global Shared Services conference in the Four Seasons Hotel in Dublin on June 16th to 18th. As part of this conference there was a virtual tour of Eastern Health Shared Services, which generated great interest in our organization and provided us with a valuable opportunity to showcase our achievements. Just before the launch of the new Health Reform Programme An Tainaiste Mary Harney, opened the fourth Annual Global Shared Services Conference in Dublin. She commented on the recommendation to extend the Shared Services approach in the health sector to improve cost effectiveness and service delivery.



Valerie Judge & Mary Harney

OTHER EVENTS IN 2003



Michael Lyons

Michael Lyons, Chief Executive East Coast Area Health Board and Chairperson of the EHSS Board was appointed as Regional Chief Executive of the Eastern Regional Health Authority following the retirement of Donal O'Shea.



Donal O'Shea

Valerie Judge and Paula Lawler (HR Manager) presented EHSS as a case study at Eircom's flexible Working Seminar in the Royal Hospital Kilmainham in May. This seminar was held to launch the use of broadband as a vehicle to improved flexible working arrangements.

The Management team and Chief Officer "went back to the floor" as part of Daffodil Day. This was a unique opportunity to experience other key roles in Shared Services, promote good employee relations and help raise funds for cancer care.



John Smith, Director of Employee Services working in Superannuation for the day.



Valerie Judge, Chief Officer working in the Central Stores, Cherry Orchard in aid of the Irish Cancer Societies annual Daffodil Day.



Paula Lawler, Valerie Judge and Tom Gordon at the launch of the eWorking Resource Pack.

Derek Dockery Innovation Awards 2003

Eastern Health Shared Services Training & Development Department were chosen as one of the top three finalists in their

category for the Derek Dockery Innovation Awards 2003. The Eastern Regional Health Authority announced the finalists for the 2003 Derek Dockery Innovation Awards, with the Training & Development Department EHSS being chosen as one of the top three finalists under the category of "Innovations in management and administration of services/support".



Judith Maxwell, John Smith, Valerie Judge, Pierce Costelloe, Valerie Wade, Declan Hynes.

Up-Dates

Health Service Reform Programme

You will be aware from previous publications the structure of the health services in Ireland has remained unchanged for over thirty years.

In June 2003 the Government announced the Health Service Reform Programme initiating an unprecedented change programme for the Irish Health System. The programme emerged from the recommendations contained in two reports

- The Audit of Structures and Functions in the Health System (The Prospectus Report)
- Report of the Commission on Financial Management and Control Systems in the Health Service (The Brennan Report)

The priority focus of these reports will ensure;

- An improved health delivery system in which consistent national, regional and local patient-centered care is guaranteed
- A better planned, managed and performance measured system in which needs, services, funding and outputs are systematically interlinked and
- A health system which maximizes its use of resources by delivering the right care in the right setting; and is an employer of choice.

The final part of this reform programme was the Hanly Report announced in October. This report derives directly from the Health Strategy's action in relation to medical staffing.

To find out more on the Health Reform Programme why not log onto www.healthreform.ie.



Action Projects

There have been 13 Action Projects identified - each Action Project is being jointly chaired by a member of the Department of Health and Children Management Advisory Committee (which consists of the Secretary General, the Assistant Secretaries, Directors and the Chief Medical Officer of the Department) and a Health Board Chief Executive Officer. These projects are as follows;

- Health Service Executive (HSE)
- Primary, Community & Continuing Care (PCCC)
- ICT
- Health Information and Quality Assurance (HIQA)
- Legislation
- HR/IR
- Governance
- Mainstreaming of Agencies
- Restructuring of the Department of Health & Children
- Communication
- National Hospitals Office
- National Shared Services Organisation
- Financial Management and Control

The terms of reference for each of these Projects have been agreed and an initial report from each Office is due to be release in January 2004.

The Project Office

The Project Office consists of staff from the existing Health Strategy Implementation Team and additional Department of Health and Children and wider Health Service Staff assigned to this office. This office is jointly chaired by Mr. Frank Ahern, Assistant Secretary and Mr. Denis Doherty, Director of Health Boards Executive (HeBE) and headed by Liz Canavan, Principal Officer with the Health Strategy Implementation Team.

The core functions of the office are to;

- "outline the scope of the entire programme,"
- "develop a detailed plan to address the scope of the programme"
- "implementation co-ordinate discreet projects and activities in fulfillment of the plan"
- "track progress and submit to the National Steering Group for approval and provide a secretariat to the programme and individual projects."

The project office will also have overall responsibility for

- Process Management
- Transition Management
- Risk Assessment

There are Five Phases to Health Reform Programme

- Policy Planning Sept 03 - Jan 04
- Action Planning Jan 04 - April 04
- Re-Engineering the System April 04 - Dec 04
- Sustaining the System Jan 2005
- Programme Change Jan 2006

It is likely that it will take between 18months - 2 years to carry through all of the proposed changes to their full statutory basis. However, it will be possible to effect many changes on an administrative basis in the meantime. Overall, the programme of reform will take approximately three years.

New Location for Recruitment Services Interview Suite

The Recruitment Department's Interview Suite based in Park House, North Circular Road is to be relocated to 1st Floor, Dr. Steevens Hospital, Eastern Health Shared Services. This move has given the Recruitment Department an opportunity to provide our customers with a comfortable, professional and modern facility. This new on-site facility will bring many benefits to our customers such as a central location, free car parking and a new video conferencing service. Over the last two months the offices have been designed and decorated with refurbishing taking place in the coming weeks. Paula Lafferty has been a key member of staff overlooking this project. The launch of the new interview suite will take place mid January. The recruitment Department would like to take this opportunity to thank the Northern Area Health Board for the use of their facilities for the last number of years.

Selection Methods and Recruitment Techniques Team

We are delighted to announce the introduction of our Selection Methods and Recruitment Techniques Team. The team consists of a group of experienced staff that has been highly trained in facilitation and training skills. They will be delivering a training programme for potential interviewers on Job Analysis, Various Selection Methods and Interview Skills. The team was established on the 9th October 2003 and the launch of this service will be early in 2004. It is our intention that this development will vastly improve the service which we provide to our customers and client base alike.



Paula Lafferty, Tommy Gorman, Anita Whyte, Marguerite Beegan, Emer Walsh - members of the Selection Methods and Recruitment Techniques team.

Modernisation of Health Board Recruitment Advertising

In January 2001, the CEO's of the Health Boards and the ERHA established a project to co-ordinate and modernise the health service approach to recruitment, advertising and marketing. Ms. Miriam Keegan, Recruitment Services Manager, is a member of the Main Project Team. The project aimed to achieve a conjoint approach to national advertising and ensure value for money in the process.

We are now pleased to advise that TMP/Monster have been awarded the contract for an initial two year period.

As a result the ten Health Boards, ERHA & EHSS will appear as a single health sector employer in national advertising. The new advertising arrangements were implemented on Sunday 30th November 2003.

A central recruitment website has been established 'careersinhealthcare.ie' - all job details will be published to this website on a weekly basis.

As this initiative introduces a significant change in advertising methods currently used, it will result in significant savings on recruitment advertising for our clients.

Minister O'Malley launches the SWAHB's DUMP campaign

The South Western Area Health Board's DUMP (Dispose of Unused Medication Properly) was officially launched by Mr. Tim O'Malley T.D., Minister for State at the Department of Health and Children in October.

The DUMP campaign encourages members of the public to return unused or out-of-date medication to their pharmacy which will dispose of and destroy it free of charge in a safe, confidential and environmentally friendly manner.

Willie Roban, Architectural & Property Services in conjunction with SWAHB was instrumental in co-ordinating this project.

A pilot project consisting of six Pharmacies in the SWAHB's region both in rural and urban settings participated. Over the duration of this pilot 500 kilograms of pharmaceutical waste was collected. This was collected by train and licensed transport companies and presented to a licensed waste facility for final disposal by high temperature incineration.

There are now approximately 164 Pharmacies participating in this project and to date 1.8 tonnes of pharmaceutical waste has been collected.

This project has been invaluable considering poisoning is the most common method used by those considering suicide and accounted for 116 deaths between 1995 - 1999.

Tadhg Costello, SAP Business Manager Eastern Health Shared Services has been nominated to the Steering committee of the Shared Services Forum

The "Shared Services Forum" was established in 1998. At that time the Celtic tiger was creating up to 1,000 jobs per week and the concern for this forum was staff resourcing and the impact the new entrants were having on their established shared services operations. The initial objective was therefore to get all organisations in the industry working together to address common problems encountered at the operational level.

As the industry grew in Ireland, the Shared Services Forum became an important vehicle in bringing together these organisations more regularly to address a wide range of issues such as country migrations (managing local/central split), staff resourcing, ensuring compliance with European legislation, project management issues, process re-engineering and use of effective technology. The focus has been on sharing experiences without compromising the values or sensitivities unique to each member organisation.

The success of this group has undoubtedly been its ability to operate independently of a sponsor organisation. It is run exclusively by the members, for the members with an elected steering committee comprising senior executives from the



Tadhg Costelloe, SAP Business Manager

member organisations. More recently the group has expanded to include indigenous Irish companies such as AIB, Eastern Health Shared Services, Glanbia. The IDA has been very supportive of the SSC Forum in Ireland and its existence is now considered a competitive advantage for the IDA in enticing new Shared Services investment into Ireland.

With the SSC Forum, the needs of the group members are under-stood and addressed through a simple and effective feedback mechanism that ensures both operational and strategic issues are regularly covered. The SSC Forum has now formalised its status as an association. There is no intention to lose the informal focus that has made the group a success to date. However, there was a need to introduce structure and support to the group to ensure that focus on topical issues remained a priority and also to ensure longevity beyond the existing steering committee.

Claremount Residential Services introduce Recycling Bring Centre

Claremount Residential Services is made up of St Clare's Home, Seanchara Community Unit and Clarehaven Home, which provide continuing care, respite and day care to over sixty five within the Northern Area Health Board.

Staff and management were interested in putting a safe and effective waste management system in place. To this end Claremount Residential services developed an environmental working party. It had a membership from all grades of staff.

The aims of this group were to;

- To examine existing waste disposal practices in the three facilities
- To examine appropriate methods of disposal of Healthcare Risk Waste in line with Department of Health & Children Guidelines (2002)
- To encourage recycling of waste where possible
- To manage residual waste in a sustainable manner

Willie Roban and Laura Shiels from Waste Management Services, EHSS were invited to advise and assist with these aims. Their advice and assistance took the following forms;

- Waste Audits were conducted to measure how much waste was produced
- Waste Characterisation to examine the nature of this waste

From this it became apparent that large volumes of waste were being generated and land filled at ever increasing costs. Much of this waste stream was suitable for recycling. Trials were carried out with Cardboard Balers and changes to the waste disposal process were introduced. The group approached Dublin City Council with a proposal for a community wide based Bring Centre which was accepted. This project has been a great success - for more information logon to the intranet and read all about it.



Members of the Claremount Residential Services



EHSS Successfully Blasts a Worm Virus

On the 16th of July this year, Microsoft released the security bulletin MS03-026, which confirmed the existence of a major security flaw in the following operating systems, Windows NT4, Windows 2000, Windows XP and Windows Server 2003. The flaw concerned a vulnerability in the Remote Procedure Call (RPC) function, which could have resulted in an attacker taking control of the users machine, without them knowing.



On the 11th of August, a Worm (which is a virus subclass) appeared on the internet that exploited these vulnerabilities. This Worm became known as the W32/blaster worm (aka MS Blaster Worm). Within days a number of variants of the Blaster Worm, such as W32/Lovsan, Win32.Poza, Welshia and Nechia had also appeared on the internet. Computers were infected with the Worm, mainly through internet use. Once a machine had contracted the worm, it began scanning (searching) for other computers close-by, to which it could spread itself, and within 5 days, the worm and/or its variants had infected more than 400,000 machine worldwide.

Following the appearance of the worm on the internet, ICTS immediately took the precaution of patching all our Windows servers, and recalling all our laptops. The laptops were recalled, because these were identified as being most vulnerable to infection, because many of these were brought home, and used to access the internet using ISP (e.g. eircom, esat) accounts. The desktops were less vulnerable because they were accessing the internet from within our own network, which meant that all internet requests and traffic were passed through our proxy server, where they were scanned and filtered, before they reached the desktop.

Once the laptops were returned to ICTS, they were all scanned using the latest anti-virus software, and the flaw within Windows was repaired using the latest patch (software fix) from Microsoft. To date ICTS have recalled over 500 laptops, and on inspection, 65% were infected with the Blaster worm, or one of its variants. None of the desktops or servers on the ERHA network, were infected by the Blaster worm.

ICTS have upgraded their existing security infrastructure and are in the process of implementing a number of additional security features, in order to protect and limit the impact of any future security risks. These security features include;

- Deploying the market leading, *Symantec Anti-Virus* suite to all desktops and laptops on our network.
- Implementing an *Intrusion Detection System (IDS)* on our network, which will allow ICTS to monitor all network traffic and detect any intrusions.
- Installing Personal Firewalls on all laptops, which will give the laptops added protection when they are connected to the internet from home.
- Implementing an Automated Patch Management System, which will allow ICTS to automatically deploy the latest Microsoft patches within days of their availability.

EASTERN HEALTH SHARED SERVICE SUCCESSFULLY CONTRACTS FOR THE NATIONAL INFLUENZA VACCINE 2003

The Central Purchasing Department of the Eastern Health Shared Service acting as agents for the Department of Health and Children and the 10 Regional Health Boards successfully contracted for the supply of Influenza Vaccine for 2003. Central Purchasing worked with Health Board nominees in establishing the various Boards' vaccine requirements for 2003. Central Purchasing contracted under the EU Public Procurement Directives for 450,000 doses of Flu and a considerable saving resulted for the Boards. The Health Boards managed the stock aspect of the supply chain very, efficiently which resulted in no stock-outs in the distribution network. Central Purchasing ordered an additional 127,000 doses, which covered a flu scare in certain parts of the country. The Boards now have enough Flu vaccine coverage to vaccinate all the at risk groups, including the elderly this means that the Flu campaign this year was a major success which Shared Services played a key part in.



HEALTH CHECK

What is influenza?

Influenza is a highly infectious disease caused by a virus that affects the respiratory tract. Influenza vaccination is the best protection against influenza, particularly for those in high-risk groups and health care workers. There are three types of influenza virus: influenza A and influenza B cause the majority of infections. The third type, influenza C, is rarely reported as a cause of human illness.

What are the symptoms?

Influenza is characterised by sudden onset of symptoms with the person often recalling the exact hour the fever commenced. The symptoms include a temperature of 38°C or more with a dry cough, headache, sore muscles and sore throat. Cough is often severe and protracted, but otherwise the disease is self-limiting and recovery is in 2-7 days. Long-term effects following illness can include depression and fatigue that can last weeks.

Is it flu or the common cold?

It can be difficult at times to distinguish between the common

cold and flu. The main difference is that the symptoms of influenza come on rapidly and are typically accompanied by muscle aches and a fever. The common cold has a more insidious onset and is associated with a runny nose, sneezing, and blocked nasal passages.

The symptoms of influenza in children are generally similar to those of adults. However, symptoms in infants may be less specific and include diarrhoea and vomiting.

What are the complications from influenza?

The most frequent complication is pneumonia. Other complications include worsening of pre-existing chronic medical conditions such as chronic bronchitis or chronic heart failure. Reye's Syndrome is a particular syndrome that almost exclusively occurs in children, primarily in association with influenza B infection and presents with severe vomiting, confusion and coma.

Death is reported in 0.5 - 1 per 1000 cases of influenza. The majority of deaths occur in those over the age of 65.

UK health authorities have reported five influenza-related deaths in children over the past two months. On average there are two influenza-related deaths in children reported in the UK each year. The explanation for this number of reported deaths over a two-month period is unclear at present, but the situation will be closely monitored.

To date no influenza-related deaths in children have been reported in Ireland, despite a high level of influenza activity.

How does influenza spread?

The virus multiplies in the nose and airway passages and usually spreads by aerosol droplet spray. It is highly infectious and can survive on worktops especially in low temperatures and in low humidity. The incubation period (delay between infection and appearance of symptoms) is short typically 1-3 days. A person can spread the virus by sneezing or coughing from 1-2 days before the onset of symptoms and continue to be infective for a further 3-5 days. This however may be prolonged to a week in children.

What advice should be given to a symptomatic person to limit the spread of influenza?

As the virus can spread through sneezing, coughing or contaminated hands or surfaces, ensuring good hygiene practices will help. Symptomatic persons should cover their mouth and nose when sneezing or coughing, ideally with a disposable tissue. They should wash their hands frequently, particularly after coughing or sneezing, using soap and water or alcohol-based hand disinfectant. Health care workers should pay particular attention to hand hygiene, regardless of whether or not they are symptomatic.

Persons with influenza should limit contact with other people as much as possible. They should be advised to stay at home for at least five days after the onset of symptoms. It is particularly important that health care workers avoid any patient contact for at least five days after the onset of symptoms.

What precautions can be taken to prevent influenza?

Annual vaccination remains the best protection against influenza, especially in people who are at high risk of complications from influenza. The vaccine needs to be given annually to cover the variation in circulating influenza strains that occurs each year.

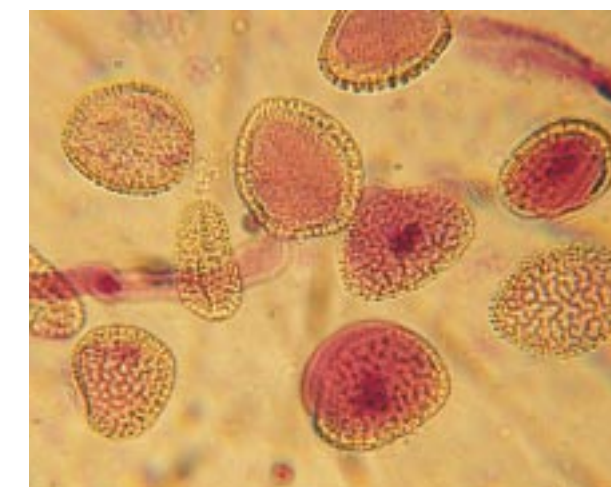
Persons who should receive annual vaccination are:

- Persons over 65 years
- Those with chronic respiratory disease including asthma
- Those with chronic heart disease
- Those with chronic renal disease
- Those with heart disease
- Children and teenagers on long term aspirin therapy due to the risk of Reye's syndrome
- Those who are immunosuppressed due to disease or treatment
- Residents of nursing homes and other long stay facilities
- Health care workers - It is important that all health care workers receive the vaccine both for their own protection and for the protection of their patients/clients.

Why is the vaccine not given to everyone?

For the majority of people flu is not life threatening, however unpleasant it may be. A bout of flu offers long-term protection against the same and closely related strains of influenza. Children aged less than nine years who receive the vaccine for the first time require two doses, four to six weeks apart, making vaccination in this age group more problematic.

It is the 'at risk' groups who benefit most from vaccination. The vaccine should therefore be targeted at those most in need and for whom it will be most effective.



CUSTOMER SATISFACTION REPORTS

Objective monitoring and analysis of performance are essential to demonstrating the benefits that adopting the Shared Services model can bring to our customers. By carrying out Customer Satisfaction Reports we are able to create an environment of continuous improvement by documenting a set of indicators to measure the success or otherwise of our services in attaining our goals. During 2003 three surveys were carried out in the following areas;

- Payroll Help Desk
- Recruitment Services
- Financial Services

P&O in conjunction with the Senior Managers in each Department developed questionnaires which reflected the information they wished to capture. The Client Relations Manager then carried out these surveys on behalf of each department.

A random selection of names were chosen from our clients and the individuals were asked to review the services they received and provide marks under various headings.

The format of the review was to encourage the participants to provide comments with regard to;

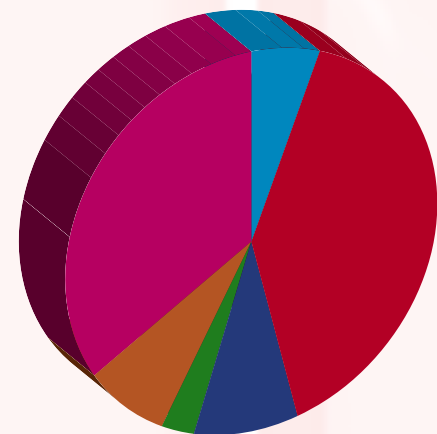
- Level of satisfaction with services provided
- Identification of issues that exist with the services as it is currently delivered.

Participants were requested to provide a score for the overall service that they currently receive and where possible to provide a score for each individual service function.

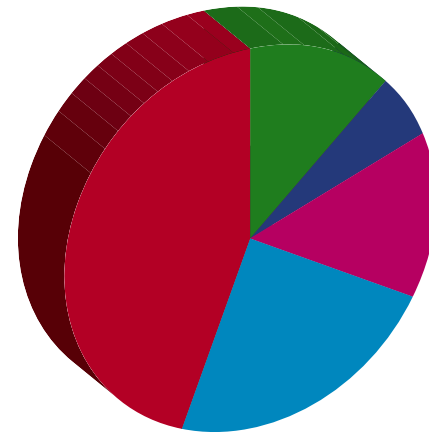
The scores were then collated to provide an EHSS Customer Satisfaction Index that illustrates the level of satisfaction at this point in time, and can be used to measure against service initiatives planned for the future.

CUSTOMER SATISFACTION INDEX

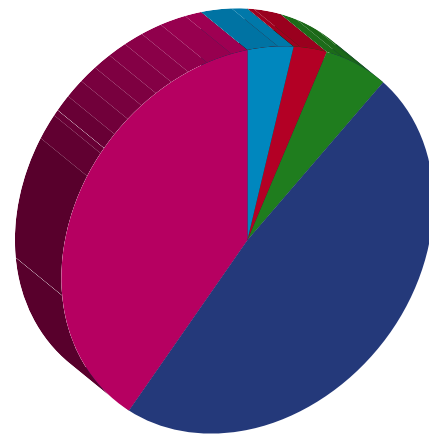
Listed below is a compilation of the scores awarded during the review.



| | | |
|---|--------------|-------|
| OVERALL SATISFACTION WITH RECRUITMENT SERVICES | VERY POOR | (3%) |
| | POOR | (8%) |
| | SATISFACTORY | (34%) |
| | GOOD | (6%) |
| | VERY GOOD | (40%) |
| | EXCELLENT | (9%) |



| | | |
|---|----------|-------|
| OVERALL SATISFACTION RATE WITH SERVICES PROVIDED BY PAYROLL HELPDESK | RATING 1 | (13%) |
| | RATING 2 | (6%) |
| | RATING 3 | (14%) |
| | RATING 4 | (23%) |
| | RATING 5 | (44%) |



| | | |
|---|----------|-------|
| OVERALL SATISFACTION RATE WITH SERVICES PROVIDED BY FINANCIAL SERVICES | RATING 1 | (6%) |
| | RATING 2 | (48%) |
| | RATING 3 | (39%) |
| | RATING 4 | (4%) |
| | RATING 5 | (3%) |

Kevin Mc Conville, Director of Financial Services commented that "feedback from our Customers is essential in planning our service and is essential when moving forward."

John Smith, Director of Employee Services is quoted as saying "the results of the Customer Satisfaction Survey is highly encouraging and I was very pleased to read the general comments given to us by our Customers - congratulation to everybody involved in these surveys."

Yvonne Kelly, Payroll Manager "The results of this survey were very positive showing an overall satisfaction rating of 90%. We hope in conjunction with the Planning and Operations Department to make this a regular exercise."

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EHSS Social Club

Well another year has nearly passed us by and Christmas is nearly upon us and we would like to thank you all for your support during the year.

Thanks also has to go to Aisling Regan and Maria McPartlin who during the year has given a lot of effort and time towards the social club. As can be seen from the photos a good time was had by all. The most important part of the social club are the members and we would like to thank you for all your support and contributions during the year.

During the coming year we would like to invite people to put forward new ideas for events and other fund raising ideas. The social club has 70 members at the moment and hopefully this will increase during the coming year. Also we would like to invite new people to join the social club committee to bring new ideas and much needed support.

Events this year have been;

- Table Quiz
 - Go Karting
 - Sponsored Walk
 - Barbeque
 - Jewellery Party
- And don't forget
- Christmas Party

The table quiz and the sponsored walk raised much needed funds for charities. Contact details and applications forms for the Social Club can be found on the intranet. We hope to see you all at forthcoming events and feel free to submit any ideas or comment to us.



Cookery Corner

CHRISTMAS PUDDING

INGREDIENTS:

| | |
|----------------------------|-----------------------------|
| 75g/3oz Self Raising Flour | 250g/8oz Raisins |
| 175g/6oz Light Brown Sugar | 250g/8oz Sultanas |
| 175g/6oz Margarine | 125g/4oz Mixed Candied Peel |
| 3 Eggs (lightly beaten) | 125g/4oz Chopped Cherries |
| 1/2 teaspoon Cinnamon | Half Grated Apple |
| 1/2 teaspoon Nutmeg | 25g/1oz Ground Almonds |
| 1 teaspoon Mixed Spice | 75g/6oz Breadcrumbs |
| Pinch of Salt | 1 Bottle Stout (1/2 pint) |

METHOD:

- 1) Cream margarine and sugar until light and fluffy.
- 2) Add the lightly beaten eggs and mix well.
- 3) Stir in the sieved flour, salt, cinnamon, nutmeg and mixed spice.
- 4) Next, add the raisins, sultanas, candied peel, cherries, grated apple and ground almonds. Mix well.
- 5) Finally, add the breadcrumbs and bottle of stout.
- 6) Stir well, cover and leave to stand overnight.
- 7) Transfer to a 3 pint greased pudding bowl.
- 8) Steam for 5 - 7 hours.

TO STEAM PUDDING IN OVEN:

Put two long strips of tin foil crosswise on work top. Place roasting tin on foil. Sit pudding bowl into the tin and fill with boiling water to within 1" of top of tin. Then bring tin foil around to form a parcel, which should be airtight to prevent any steam escaping. Place in a preheated oven at 300°F, 150°C, Gas 2 for the same length of time as above. There is no need to top up with water during cooking.

PLUM PUDDING ICE CREAM

INGREDIENTS:

Half a Plum Pudding
1/2 litre of Ready to Serve Custard
125g/4oz Coloured Cherries
2 tablespoons Rum (optional)



METHOD:

Place custard in a large mixing bowl. Break up plum pudding and stir through the custard with the cherries and rum (if used). Line a two pint pudding bowl (suitable for freezer) with cling film. Pour in mixture and transfer to freezer. Delicious served with hot Carmel Sauce.

HOT CARMEL SAUCE

INGREDIENTS:

175g/6oz butter
175g/6oz Golden Syrup
2 tablespoons Dark Brown Sugar

METHOD:

Place all ingredients in a small saucepan and stir while bringing to the boil. Simmer for 1/2 minute until syrupy. Turn the pudding on to a serving plate and pour the caramel sauce over the top.



Video/DVD Review



HULK

Even by today's generous standards, Hulk comes laden with a spectacular number of DVD extras. Nonetheless, Lee's adaptation of the Marvel comic about an itty-bitty scientist who

becomes enormously green at moments of stress is still missing something. The games with comic-book grammar are fascinating, but nobody seems to have decided just how seriously we are meant to take it all. Diverting, for all that.



CHARLIE'S ANGELS – FULL THROTTLE

Part 2 find the angels in a desperate battle to stop master criminal Demi Moore from stealing all the world's close-ups as part of a diabolical

plan to make everyone admire her current face. Some critic's felt that the film did little else but dress up our heroes in outlandish costumes and have them run around to the strains of loud pop music. Then again, other critics had bad things to say about it. Hello angels!



ANGER MANAGEMENT

This opens with a tremendous sequence, rich with satirical daring, in which Sandler feels the full brunt of the paranoia and self-righteousness of certain sections of contemporary American society when he is ejected from a plane for a momentary peevish outburst. Then he finds himself forced into therapy with Nicholson's barmy psychiatrist and, sadly, the film very gradually declines in quality towards its bathetic, huggy conclusion.

Ways to Trim that Tum A Christmas Essential

Are you cursing your midsection, looking for a way to whittle it down? Look no further. Nothing is as fast and effective – unfortunately – as those abdominal exercises we all know and hate. While an abdominal workout will not selectively remove fat from this area, firming and toning these muscles and improving your posture can reduce waist size.

The Basics

Everything from over-eating to bad posture damages our abdominal muscles, giving them that un-toned appearance. Maintaining a good posture will work wonders on its own. Stand against a wall with your feet slightly apart. If you can feel a large gap between the small of your back and the wall, tip your pelvis up to make that gap smaller and you should automatically feel your abdominal muscles contract, holding your tummy in. This is how you should be standing all the time – helping your muscles re-learn how to work effectively.

How to strengthen

Okay, sit-ups and crunches can be soul-destroying boring, not to mention difficult. But there's no real way around them. Rather than moan and think up fabulously creative excuses to get you out of them, schedule them into your day as much as you would schedule in brushing your teeth. You can do them all at once first thing in the morning – and feel smug as you cross them off your calendar for that day – or use events in the day as triggers to remind you.

Sit ups

Lie on your back with legs bent, feet flat on the floor, lift your head and roll your shoulders up and down in small but effective movements as many times as comfortably possible. Keep your chin tucked into your chest and use your stomach muscles, not your arms to create the movement.

Crunches

Do a sit-up and stay there, head off the floor, chin tucked to chest. With very slight movements move backward and forward.

Stomach and Lower Back

It's important to think about the lower back at the same time, as stomach and back work together. Lie on your stomach, hands at either side of your chest (as if you are going to do a push-up). With your back flat, push your upper body off the floor, with your hands and knees acting as support. Pull your belly button as close to the spine as possible and hold for 10 – 60 seconds. Repeat.

Finding the time and will power to stay motivated on a daily basis is tough but well worth it.



Congratulations

Payroll Management, on a personal note would like to thank their team for another successful year and wish them all luck in 2004. We would also like to congratulate Gerry Mescall who married Bernie Harrington and Michael Foley who married Fiona Flynn, best wishes to all of you on your first Christmas as married couples.

Planning & Operations had two special celebrations with the arrival of baby Finn and baby Isobel and we have bid a fond farewell to our Director David Allen. No marriages or engagements but we are hopeful for 2004!

A special congratulations to Mary Byrne who recently received a certificate from Trinity College in Computer Science.

Deirdre O Riordan leaves us to take up study full-time.



(left to right)
Breda Kelly, Central Purchasing, Procurement and Materials Management
Mr. Stiofán de Búrca, Chief Executive Officer of the Mid-Western Health Board and Chairman of the Institute of Public Administration Board,
Miriam McDonnell, PA to the Chief Officer, EHSS and
Mary Smithers, EHSS Library at the Awards Ceremony for the Certificate in Health Services 2002-2003 on Friday 17th October 2003.

Competitions

**WIN A €200 VOUCHER FOR LIFFEY VALLEY SHOPPING CENTRE
(THINK OF ALL THOSE JANUARY SALES!!!!!!)**

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ACROSS

- 1 Inn Owner (8)
- 2 Small picturesque cave (6)
- 9 Hit with flat of hand (4)
- 10 Familiar for of Timothy (3)
- 11 Small bird (6)
- 13 Serve-yourself restaurant (9)
- 15 Are for growing plants (6)
- 17 Raced, went fast (3)
- 18 Often contrasted with whey (4)
- 19 Tame, easily led (6)
- 20 Call to mind (8)

DOWN

- 1 Dot scraps (anagram) (9)
- 2 Remove burden (6)
- 3 Smile, supporting timber (4)
- 4 Cross (9)
- 5 Young horse or revolver (4)
- 6 Very fragrant essential oil (5)
- 7 Soldier in charge (9)
- 12 Vehemently aggressive (6)
- 14 Barrier for enclosing (5)
- 15 Stern and unsmiling (4)
- 16 Unable to speak (4)

Calling all Children of EHSS Employees

Well Kids are you wondering what to do over your Christmas Holidays – why not get your drawings of a Christmas Scene to us and be in with a chance of winning a voucher worth €50 for Smyths Toy Shop. We have two vouchers to give away so get drawing your Santa, Snowman or whatever you like to us now.

Please send your entries for both competitions before the 16th January to;

Mary Brodie, EHSS, 3rd Floor, Parkgate Street Business Centre, Parkgate Street, Dublin 8.

Please note these competitions are only open to EHSS staff and families.



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